

CHAPTER 8

DIRECTIVES, REPORTS, AND MESSAGES

LEARNING OBJECTIVES

Upon completion of this chapter, you should be able to do the following:

1. Describe the procedures used to prepare point papers, instructions, directives, and reports.
 2. Describe the procedures used to prepare staff studies.
 3. Describe the procedures used to coordinate steps to carry out directives, instructions, regulations, and bills.
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Effective administration of any Navy unit is accomplished by setting and adhering to policies and following proper procedures. Policies in the Navy are established based on the Department of the Navy's *Directives Issuance System*, SECNAVINST 5215.1C.

Senior and master chiefs often coordinate procedures and prepare and carry out directives, regulations, orders, and correspondence. As a senior enlisted person, you may be appointed to conduct administrative, material, or operational readiness inspections. Make sure you become thoroughly familiar with those directives that apply to the type of inspection you perform. Also become familiar with those to which units under inspection must adhere.

Directives communicate plans and policies to subordinates and guide their decisions and actions. Before we discuss the purpose of directives, let's be sure you understand the meaning of the terms **policies**, **procedures**, **orders**, **instructions**, and **regulations**.

A military policy prescribes the course of action to be followed in a given situation. Policies are best carried out through written means since they are used to gauge the action required in recurring situations. Policies established at the top echelon must be broad and general. Those policies established at lower echelons should be specific and conform to policies established by higher command.

A military **procedure** is a series of coordinated steps for the performance of functions. In the Navy, sound written policies and procedures are of particular importance because of the high turnover rate of personnel. Consistent orders, instructions, and

regulations ensure functions will be carried out in the prescribed manner.

A military **order** is a formal oral or written command establishing a rule or regulation or delegating authority for the performance of a function.

An **instruction** provides information about the methods of accomplishing a mission. It also specifies the manner and conditions of performance in executing projects and programs.

A military **regulation** is a rule that sets standards governing or restraining the conduct of personnel.

A **directive** is an order, instruction, or notice that prescribes policy, organization, conduct, procedures, or methods.

DIRECTIVES ISSUANCE SYSTEM

The *Directives Issuance System*, SECNAVINST 5215.1C, establishes a directives system throughout the Navy. It sets the rules for filing, maintaining, and issuing directives under the system. In an organization as large as the Navy, communication between the various parts of the organization becomes complex. Therefore, many written directives outlining responsibilities and procedures are necessary.

As the scope and complexity of operations in the Navy have increased over the years, the burden of paperwork has also grown. The *Directives Issuance System* was developed to ease this burden. Its basic purpose is to establish a simple and uniform plan for issuing, maintaining, and filing directives.

DEFINITION OF TERMS

For you to understand and use the *Directives Issuance System* to your best advantage, you should know the meaning of the terms used in the system. The following terms and their definitions will aid you in interpreting directives:

All ships and stations. The "To" line of a directive from specified organizations in the Washington, D.C., area to all or most of the components of the Department of the Navy.

Change transmittal. The method used to transmit changes to an instruction or, under extenuating circumstances, a notice. A change transmittal describes the change(s) it transmits and gives directions for making the change(s).

Check list. A numerical list of effective instructions used to verify the completeness and currency of a master set of instructions.

Directives. An instruction (order), a notice, or a change transmittal. A directive prescribes or establishes policy, organization, conduct, methods, or procedures; requires action or sets forth information essential to the effective administration or operation of activities; or contains authority or information that must be issued formally.

Directives Issuance System. The standard procedure and format used to issue policies, procedures, and information as described in SECNAVINST 5215.1C.

Distribution list. A list of "action" and "information" addressees of a directive.

Instruction. A directive containing authority or information having continuing reference value or requiring continuing action. An instruction remains in effect until superseded or canceled by the issuing authority or higher authority.

Issuing authority. The chief official of an established independent component by whose authority and under whose title a directive is issued.

Joint directive. A directive issued jointly by one authority in conjunction with one or more other authorities.

Letter-type directive. An instruction or a notice issued in a format similar to a naval letter.

Message-type directive. A directive transmitted via the Naval Communications System.

Notice. A directive of a one-time or brief nature with a self-canceling provision. It is not permitted to remain in effect for more than 1 year. A notice, while in effect, has the same force and effect as an instruction.

Page change. An additional or replacement page for an instruction or notice, transmitted under cover of a change transmittal, for insertion by recipients.

Pen change. A change, usually relatively short, which is entered in the basic document in handwriting by the recipient. Directions will state precisely where the change occurs; that is, page, paragraph, line number, and any other pertinent information.

Publication-type directive. An instruction or a notice in which its content is best suited to a publication format; that is, parts, chapters, sections, and so on.

Revision. Reissue of an existing instruction in completely rewritten form.

Special Distribution List. A list of addressees compiled by an issuing authority to meet special recurring distribution needs when use of the *Standard Navy Distribution List (SNDL)* would be impractical. The list is compiled on the basis of some common denominator, such as the ships under a single type commander.

Standard Navy Distribution List (SNDL). The list that provides official addressing and distribution information for the naval establishment.

Washington headquarters organizations. Washington headquarters organizations consist of Navy Department components; the headquarters of the six systems commands; the Communications, Intelligence, Security Group, and Weather Service Command; and the Office of the Oceanographer of the Navy.

Weekly transmittal sheet. The means by which the Navy Publications and Printing Service makes initial distribution of directives addressed to all ships and headquarters organizations and such other organizations as the Chief of Naval Operations (CNO) may determine.

UNIT DIRECTIVES SYSTEM

A unit directives system provides wide dissemination of the policies of the commanding officer and other commands responsible for operating the unit. It also provides the means for subordinates to issue amplifying and supplementary instruction for placing those policies in effect. Finally, it permits integration of the unit directives with those received from outside the unit. That ensures the policies and procedures used in

administrating and operating the unit are in keeping with plans and policies of the Navy Department and of fleet and type commanders.

Establishing a Unit's Directives System

Four steps are necessary to establish a unit's directives system so that it will comply with the *Directives Issuance System*:

1. A unit instruction is published that prescribes what directives are to be issued, responsibilities of originators, functions of directives control points, instructions for departmental and divisional use of the system, and standards for reproduction.
2. A second unit instruction is published issuing distribution lists.
3. Directives binders and instructions for their use and maintenance are prepared for distribution.
4. Unit members are educated in the proper use of the system. This is probably the most difficult step, but it is essential to ensure the system will function effectively.

Integrating Directives From Higher Authority

Many policies and procedures affecting administration and operation of a unit are issued as instructions by the CNO, the various bureaus and systems commands, and fleet and type commanders. Usually they apply to the overall administration or operation of the unit. The commanding officer may have to interpret or amplify these instructions before they can be used by the unit. The commanding officer then must provide for their issuance and ensure they are available for ready reference by personnel.

When a command receives enough copies of an outside directive, it should route a copy to each department for filing in the departmental current directives binder. If only a few copies are received, one copy, after it has been routed, should be filed in the department primarily concerned with its subject matter. One copy of each directive received is filed in the directives control point.

Integrating Publications From External Commands

Many manuals and publications issued by higher authority contain material concerning personnel administration, tactical information, communications,

and equipment operation. Such information should be issued throughout the unit.

Directives Control

The *Directives Issuance System* requires units to establish directives control points to control the issuance of directives. In small units where the number of directives issued is limited, one directives control point can keep the directives system in order. However, in large units, the handling of all directives in, for example, the captain's office, may place too great a burden on that office. In such cases, these large units often establish separate directives control points for each department in addition to the unit's directives control points.

The captain's office is normally designated as the control point for all directives signed by the commanding officer or the executive officer. A department head's administrative assistant or senior yeoman usually performs the functions of the directives control point for instructions and notices issued or received within the department. Division directives should also be cleared through this point to ensure standardization within the department. The functions of this control point are independent of those of the unit's control point, but they are performed parallel with the functions of the department.

The system's operations within the organization are evaluated on a continuing basis at the directives control point. Directives are analyzed and recommendations are made for improvements when appropriate. Besides this general function, the following specific tasks are performed at the directives control point:

- Each directive is reviewed for compliance with directives standards before it is signed. Directives are checked for proper signature, clearances, format, identification, security requirements, editorial standards, subject numbers, and references. The currency, need, completeness, and possible overlap of or conflict with other directives are also determined. Consecutive numbers are assigned to new instructions after signature, and dating is ensured before final issuance.
- The proposed distribution of each directive is reviewed to find out if it is appropriate and accurate. That avoids overdistribution and ensures adequate stocking of directives to ensure efficient initial and reserve stocks.
- Master up-to-date sets of incoming and outgoing directives (or locator cross-reference sheets when

classified or publication-type directives are filed elsewhere) are maintained. These are maintained in standard three-ring or post binders or in automated equipment with equivalent search capabilities. Included are copies of message directives, filed in the same reamer as other directives. Checklists are reviewed to ensure the currency of directives maintained by the organization, and a complete set of all applicable directives is obtained upon activation or commissioning.

- Annual numerical checklists, quarterly additions and deletions, and annual alphabetical subject indexes, as necessary, of all currently effective organizational instructions are issued.

- Each instruction originated within the organization that is within 6 months of its cancellation or revision requirement date is routed to the originator for initiation of revisions, extension, or cancellation.

Preparing Directives

Executives use directives as the primary means for transmitting policies and orders of executives to subordinates. Therefore, these directives must be clear, concise, and easily understood. Directives that are poorly written or untidy in appearance are difficult to read and do not receive the attention and study they require. Careful preparation will result in increased readability and understanding by recipients and greater efficiency within the organization.

The *Directives Issuance System* prescribes a standard format for directives. Because of the uniformity the system provides, it permits easy reference to specific items of information.

STANDARD SUBJECT IDENTIFICATION CODES

The Department of the Navy File Maintenance Procedures and Standard Subject Identification Codes (SSIC) SECNAVINST 5210.11D, outlines the process for segregating and filing directives. It explains the standard system of numbers and letter symbols used throughout the Navy to categorize; subject classify; and identify directives, forms, and reports. Standard subject identification codes (SSICs) also provide a standard system for setting up files. These code numbers cover most subjects found in general correspondence and other files and reflect the functions and major organizational components of the Navy.

SSICs are required on all Navy directives. They are also required on letters, messages, forms, and reports. The use of the SSICs provides away for filing directives and other documents consistently and retrieving them quickly.

The Navy's SSIC system is broken down into 13 major subject groups. These major subject groups are in turn broken down into primary, secondary, and tertiary subdivisions. Each group is identified by a four- or five-digit numeric code.

Primary groups are designated by the last three digits (hundreds) of the code number. Secondary groups are further breakdowns of the primary groups and are identified by the last two digits (tens) of the code number. Tertiary groups consist of the last digit (units) of a secondary group. Examples of primary, secondary, and tertiary numerical subject groups are as follows:

Major Subject	5000	General Administration and Management
Primary	5200	Management Programs and Techniques
Secondary	5210	Records Management
Tertiary	5211	Filing, Maintenance Protection, Retrieval, and Privacy Act Systems

Some subject groups are not subdivided below the primary group level. Other groups are divided into many secondary and tertiary subjects, depending on the scope and complexity of the major subject.

Assigning SSICs

When you create a directive or any other document, include the SSIC that most closely describes the directive's subject. When you assign the code, consider the subject, its purpose or significance, and how similar documents are requested and the code is used on similar documents.

The following is a listing of the major subject groups for SSICs (a complete listing of SSICs can be found in SECNAVINST 5210.11D):

1000 Military Personnel. Includes subjects relating solely to the administration of military personnel, (General personnel subjects pertaining to both civilian and military personnel are covered in the 5000 series.)

2000 **Telecommunications.** Includes subjects relating to general communications matters and to communications systems and equipment.

3000 **Operations and Readiness.** Includes subjects relating to operational plans, fleet operations, operational training and readiness, warfare techniques, operational intelligence, and research and development.

4000 **Logistics.** Includes subjects relating to the logistical support of the Navy and Marine Corps, including procurement, supply control, property redistribution and disposal, travel and transportation, maintenance, construction and conversion, production and mobilization planning, and foreign military assistance.

5000 **General Administration and Management.** Includes subjects relating to the administration, organization, and management of the Department of the Navy, including general personnel matters (concerning both civilian and military personnel), security, external relations, law and legal matters, office services, and publication and printing matters.

6000 **Medicine and Dentistry.** Includes subjects relating to medical matters, such as physical fitness, general medicine, special or preventive medicine, dentistry, medical equipment, and supplies.

7000 **Financial Management.** Includes subjects relating to the financial administration of the Department of the Navy, including budgeting, disbursing, accounting, auditing, industrial and other special financing matters, and statistical reporting.

8000 **Ordnance Material.** Includes subjects relating to all types of ordnance material and weapons, including ammunition and explosives, guided missiles, underwater ordnance materials, and miscellaneous ordnance equipment.

9000 **Ships' Design and Material.** Includes subjects relating to such matters as the design, characteristics, and readiness of ships and to the ships' material equipment.

10000 **General Material.** Includes subjects relating to general categories of materials not included in the specialized material groups. Includes photographic equipment and accessories, general machinery and tools, personnel material, and miscellaneous categories.

11000 **Facilities and Activities Ashore.** Includes subjects relating to ashore structures and facilities, fleet facilities, transportation facilities, utilities and services, and other similar subjects.

12000 **Civilian Personnel.** Includes subjects relating solely to the administration of civilian personnel.

13000 **Aeronautical and Astronautical Material.** Includes subjects relating to aeronautical and astronautical material, including parts, accessories, and instruments; special devices; armament; serological equipment, weapons systems, and types of aircraft; and astronautical vehicles.

CONSECUTIVE NUMBER. -Do not confuse the consecutive number of a directive with the four or five digits that make up the SSIC. A consecutive number is added to an SSIC following a period (.) to indicate the consecutive number of directives issued by a given issuing authority that fall under the same SSIC. For example, the SSIC 5510 with a consecutive number of .1(5510.1) indicates this instruction is the first dispersed by the issuing command. Instructions numbered 5510.2 and 5510.3 would indicate they are the second and third instructions issued under the same SSIC.

REVISION INDICATION. -When a directive has been revised, it is assigned an alphabetical suffix following the consecutive number; for example, 5510.2C. In this case the **C** indicates the third revision to the directive; **A** would be the first revision, **B** the second, **D** the fourth, and so on. The letters **I** and **O** are not used as alphabetical suffixes.

Citing Directives

When a directive is referenced in another document, adequate information should be provided to ensure accurate identification. For an instruction, the reference should include identification of the issuing authority (OPNAV, SECNAV NMPC, NETPMSA, ship number or name, etc.); the abbreviation "INST"; and the SSIC and consecutive number; for example, SECNAVINST 5215.1. The date of the instruction is not required unless it will be useful to the reader. If a revised instruction is being referenced, the latest suffix letter should be shown; for example, SECNAVINST 5215.1C.

Regardless of how a directive is cited, the user should determine the present status of an instruction under the system. When researching a citation, be sure to check for its most current revision indication (the letter **A**, **B**, **C**, **D**, etc). When citing a directive in your writing, use the **current** edition, **latest** edition, or **series**.

MAINTAINING AND DISPOSING OF FILES

Imagine you are trying to find a specific letter in the office files. You didn't know the new person in the office had been assigned to reorganize the office files. You cannot find the letter in the reorganized file system. This problem isn't so unusual. Because of the constant rotation of personnel and the size and complexity of the Navy, a standard filing system is used throughout the Navy. In this way, official files can be maintained efficiently, economically, and systematically. Standardization frees people from learning new filing systems when they are transferred from one activity to another.

Filing Instructions

Instruction should normally be filed according to the following:

1. Standard subject identification code (SSIC)
2. Consecutive number
3. Issuing authority

Filing Notices

Notices ordinarily need not be filed in the unit's master file because they ordinarily are effective for less than 1 year. If you need to interfile them temporarily with instructions, tab each one so that it can be easily and promptly removed as soon as its cancellation date

is reached. Copies of notices can be filed in separate binders when necessary.

Filing Cross-Reference Sheets

Cross-reference sheets should be interfiled with instructions. These locator sheets are inserted in normal sequence in place of the instructions they reference. A subject cross-reference sheet is also placed in front of those instructions which carry the same SSIC.

Disposing of Directives

Observe a note of caution about the disposal of official records. Official records and correspondence cannot be removed, disposed of, or destroyed unless authorized by proper authority. That proper authority for the Navy is defined in *Disposal of Navy and Marine Corps Records*, SECNAVINST 5212.5C. When questions of disposal arise, consult this instruction.

CONSOLIDATED SUBJECT INDEX

The *Consolidated Subject Index (CSI)*, NAVPUBNOTE 5215, is a listing of instructions in Washington, D.C. The *CSI* is issued twice each year. It is a numerically indexed, subject-categorized compilation designed to aid in the identification of active naval instructions issued by Washington headquarters organizations. It should be used to add or delete directives from files.

ORDERING INSTRUCTIONS

Instructions issued by headquarters commands to activities within the Department of the Navy are listed in the *CSI*. **Notices are not listed.**

If your unit requires copies of instructions listed in the *CSI*, you may request them from the Naval publications and Forms Center (NPFC), 5801 Tabor Avenue, Philadelphia, PA 19120. NPFC stocks only current instructions and change transmittals. Any requests you have for canceled or superseded instructions should be sent to the originator.

You may order unclassified instructions stocked at NPFC by using NAVSUP Form 1205. You are limited to ordering 10 different instructions and 10 copies of each with each NAVSUP Form 1205.

Classified instructions are assigned stock numbers in the Navy Supply System. You may identify them in NAVSUP Publication P-2002, *Introduction to Navy Stock List of Publications and Forms*, available in

microfiche form at most supply centers. You must use DD Form 1348 in the MILSTRIP format to request classified instructions. Classified instructions are not usually issued to "all ships and stations."

NPFC, Philadelphia, is the primary stocking point for departmental (Navy) instructions. For those instructions not stocked at NPFC, the *CSI* is marked with an asterisk (*) to indicate the instruction must be requested from the originating office or sponsor. The NPFC does not stock instructions issued by the Naval Intelligence Command or the Chief of Naval Education and Training; these activities can provide you copies of their directives upon written request.

STANDARD NAVY DISTRIBUTION LIST

The *Standard Navy Distribution List (SNDL)* provides proper addresses and distribution for mail to activities of the Department of the Navy. The *SNDL* has 2 parts: Part 1 and Part 2.

SNDL, Part 1, "Operating Forces of the Navy, Unified and Specified Commands, U.S. Elements of International Commands," OPNAV P09B2-107, contains the mailing addresses of only those activities authorized by the Chief of Naval Operations, the Commandant of the Marine Corps, or higher authority.

SNDL, Part 2, "Catalog of Naval Shore Activities," OPNAV P09B2-105, is the Navy's official listing, including the echelon of command or supervision of all shore activities of the Department of the Navy. It also contains the addresses and distribution listing requirements (number of copies or directives that should be provided automatically) for Department of the Navy activities.

Official Correspondence

Official correspondence intended for an activity should be addressed to the official in command or supervision at the address listed in the *SNDL*, Part 2, "Catalog of Naval Shore Activities." The address of official correspondence for activities listed in the *SNDL* may be followed by the title or code designation of the office having immediate responsibility for the subject matter of the correspondence; for example:

Commanding Officer

Naval Education and Training Program

Management Support Activity (Code 0318)

Pensacola, FL 32509-5000

Directives Issuance System Consolidated Checklist

Every instruction distributed to an activity listed in the *SNDL* is listed in the *Directives Issuance System Consolidated Checklist*, NAVPUBINST 5215.3Z. You can identify directives for which your unit is on distribution by using the appropriate version of the checklist.

OPERATIONAL DIRECTIVES

Broadly speaking, an operational directive includes any communication that initiates or governs actions, conduct, or procedure. Usually it is a military communication in which policy is established or a specific action is ordered. It maybe transmitted by any appropriate means of communication and should be in a format, language, or style familiar to both the originator and the recipients.

An operational directive usually consists of a basic operation order (OPORD) and its supporting annexes. It may be contained in a series of general operating (OPGEN) or operational tasking (OPTASK) messages.

Type of operational directives in common use by the Navy include operational plans (OPLAN); OPORD, OPGEN, and OPTASK messages; warning orders; and letters of instruction. *Joint Operational Planning Systems (JOPS)*, volume 1; APP-4, Allied Maritime Messages; and certain NATO agreements prescribe standard formats for all of these messages except letters of instruction. Since the success of any operation depends on the shared understanding of all participants, directives must be prepared in a prescribed format.

OPERATIONAL PLAN

An operational plan (OPLAN) is a plan for a single operation or a series of connected operations to be carried out simultaneously or in succession. The term **plan** is usually used instead of **order** to refer to preparations for operations well in advance. An operation may be put into effect at a prescribed time or upon the use of a certain signal; it then becomes an operational order.

OPERATIONAL ORDER

An operational order (OPORD) is a directive a commander issues instructing subordinate commanders to execute a coordinated operation. Unless otherwise stated, an OPORD is effective from the date and time it

is signed. An operational plan already issued that contains appropriate tasking may be executed as an order with changes as necessary. In such cases, issuing a separate operation order is not required.

OPERATIONAL MESSAGES

Operational messages convey operational instructions in a standardized format. The Navy most commonly uses the following types of operational messages:

- Formatted general operational (OPGEN)–OPGEN messages convey general matters of policy, general instructions, and general information about aspects common to all forms of warfare. They also contain detailed instructions about the warfare responsibilities of the officer in tactical command (OTC).
- Operational task (OPTASK)–OPTASK messages convey detailed information about specific aspects of individual areas of warfare and about tasking of resources.
- Operational statistics (OPSTAT)–OPSTAT messages convey information about the operational status of commands and other pertinent information.

WARNING ORDER

A warning order is a preliminary notice of action that will follow. It alerts subordinate commands to impending operations so that they will have time to plan and prepare for the action and other pertinent information.

LETTER OF INSTRUCTION

A letter of instruction (LOI) provides planning guidance to major commanders of forces taking part in an impending operation. Normally an LOI states the concept, mission, command relationships, and areas of operation. It may also give general policy guidance of an operational nature when a formal OPLAN or OPORD is not required.

NAVAL MESSAGES

In this section of the chapter, we will briefly discuss those aspects of telecommunications involving senior and master chiefs as message drafters and releasers.

Your specific responsibilities concerning messages depend on your involvement with each message.

Detailed procedures for drafting and preparing telecommunications, or naval messages, are contained in the *Telecommunication Users Manual*, NTP 3(H). NTP 3(H) provides guidance concerning overall message content, instructions for preparation, and example messages. Following the instruction contained in NTP 3(H) is **mandatory**.

USER RESPONSIBILITIES

The user of a naval message is any person authorized to draft, release, or process electronically transmitted messages. NTP 3(H) provides guidance and procedures for users of the naval telecommunications system (NTS). Users are responsible for referring to Joint Army, Navy, and Air Force Publications (JANAPs) and Allied communications publications (ACPs) for additional or amplifying information not contained in NTP 3(H).

ORIGINATOR RESPONSIBILITIES

The originator of a message is the authority (command or activity) in whose name a message is sent. The originator is responsible for the functions of the message drafter and releaser.

You may be responsible for drafting and releasing messages, especially if you are assigned as the chief petty officer in charge of a unit, an organization, or a detachment.

DRAFTER RESPONSIBILITIES

The drafter composes the message and must have a detailed knowledge and understanding of the procedures contained in NTP 3(H).

The drafter is responsible for the following actions:

- Composing clear and concise text
- Applying proper security classification, special handling, and declassification markings
- Selecting the appropriate precedence
- Coordinating message staffing
- Ensuring the message is correctly formatted and error-free

- When applicable, properly using and selecting appropriate message handling instruction(s) or operating signal(s)

The following is a recommended checklist for message drafters to use when preparing a message for the releaser:

MESSAGE DRAFTER'S CHECKLIST

- 1. Correct page numbering.
- 2. Precedence.
- 3. Classification.
- 4. Time of file same on all pages of multipage message.
- 5. OPS or ADMIN. and OPSIG(s) as required, assigned.
- 6. Correct placement of FROM/TO/INFO/XMT addressee line.
- 7. Valid short title.
- 8. Office codes if applicable.
- 9. Authorized use of AIGs/CADs.
- 10. Addressees requiring more than one line have second and subsequent lines indented five spaces.
- 11. Numerical designators spelled out in address.
- 12. Accounting data included on message containing commercial addresses.
- 13. Correct symbols used: ZERO (0) and OSCAR (O).
- 14. RADDRs correctly formatted.
- 15. RADDRs addressed to AIGs/CADs.

- 16. Correct SSIC.
- 17. Subject line included.
- 18. References are complete and in proper order.
- 19. NOTAL/PASEP used if applicable.
- 20. Downgrading instructions.
- 21. Distribution correctly prepared.
- 22. No more than 69 characters to each line.
- 23. Proper use of correction tape.
- 24. Proper OCR font used.

RELEASER RESPONSIBILITIES

The message releaser is a properly designated individual authorized to release a message for transmission in the name of the originator. In addition to validating the contents of the message, the releaser's signature affirms compliance with message-drafting instructions. Also, the releaser's signature authorizes transmission of the message.

The message releaser is responsible for the following:

- Establishing message staffing and processing procedures, within the scope of his or her authority, designed to prevent inordinate delays, eliminate backlogs, and foster an even flow of messages throughout
- Ensuring either "OPS" or "ADMIN" is typed in the MESSAGE HANDLING INSTRUCTION block
- Ensuring all personnel under his or her control are briefed and understand the meaning and importance of MINIMIZE
- Deciding whether the message qualifies for electrical transmission or should be sent via NAVGRAM
- Ensuring the drafter has complied with NTP 3(H) and supplemental instructions, with particular attention paid to classified messages

JOINT MESSAGEFORM										SECURITY CLASSIFICATION	
										CONFIDENTIAL	
PAGE	DTG/RELEASE TIME			PRECEDENCE	CLASS	SPECAT	LMF	CIC	ORIG/MSG IDENT		
01 of 01	DATE - TIME	MONTH	YR	ACT	INFO				0791302		
271410Z AUG 90 PP RR CCCC											
0000 MESSAGE HANDLING INSTRUCTIONS											
OPS											
FROM: COMNAVCOMTELCOM WASHINGTON DC//N3/N31/00// TO: NETPMSA PENSACOLA FL//00/N3/N31// INFO CNET PENSACOLA FL//N6// C O N F I D E N T I A L //N02319// SUBJ GENADMIN MESSAGE FORMAT {U} MSGID/GENADMIN/COMNAVCOMTELCOM// REF/A/DOC/COMNAVCOMTELCOM/01JAN90// REF/B/GENADMIN/CNO WASHINGTON DC/171731ZMAY90// NAR/REF A IS NTP 3 CHAPTER 01. REF B, ALCOM 026/90, AMPLIFIED GENADMIN POLICY.// RMKS/1. {C} THIS MESSAGE ILLUSTRATES CORRECT CONSTRUCTION OF MESSAGE TEXT COMPONENT. NOTE THE FOLLOWING: A. {C} SEQUENCE OF TEXT ELEMENTS. B. {C} CLASSIFICATION MARKING OF SUBJECT LINE, PARAGRAPHS AND SUBPARAGRAPHS. 2. {U} REF LINE {B} ILLUSTRATES THE CORRECT PROCEDURE FOR REFERENCING NON-USMTF MESSAGES. 3. {C} ALL CLASSIFIED MESSAGES MUST HAVE DOWNGRADING INSTRUCTIONS. 4. {U} RELEASED BY: CAPT W. T. DOOR// DECL/0ADR//											
DISTR: N31 00 N3											
DRAFTER TYPED NAME, TITLE, OFFICE SYMBOL AND PHONE J. A. DOE, LT, N311, X20784 8-27-90						SPECIAL INSTRUCTIONS MINIMIZE CONSIDERED					
RECEIVER TYPED NAME, TITLE, OFFICE SYMBOL AND PHONE W.T. DOOR, CAPT, N3, X20785 SIGNATURE						SECURITY CLASSIFICATION CONFIDENTIAL				DATE TIME GROUP 271410Z AUG 90	

DD FORM 1 MAR 79 173/2 (OCR)

(CLASSIFIED FOR ILLUSTRATIVE PURPOSES ONLY)

Figure 8-1.—Joint Message Form (Minimize.).

- Ensuring the releaser's signature does not extend into the DISTRIBUTION block. (See fig 8-1.)

"OPS" is typed in the MESSAGE HANDLING INSTRUCTIONS block of the DD173 on messages that are operational in nature. Operational

messages are those which include the following information:

- Movement of forces
- Weather or other vital reports affecting safety of life

- High command and strike coordination
- Tactical communications

“ADMIN” is typed in the MESSAGE HANDLING INSTRUCTIONS block on messages that are administrative in nature. Administrative messages pertain to matters of such a nature or urgency to warrant electronic transmission. Subjects might include the following information:

- Various reports
- Perishable information
- Matters associated with operations and readiness
- Urgent matters requiring considerable coordination

The highest precedence that may be assigned to administrative messages is PRIORITY, except for those messages reporting death or serious illness, which will be assigned IMMEDIATE precedence.

Minimize is a condition imposed by proper authority to reduce and control electrical messages and telephone traffic. The purpose of minimize is to clear the telecommunications network of message or voice traffic in which urgency does not justify electrical transmission during an actuator simulated crisis. During periods of minimize, message drafters and releasers must review all messages to ensure the need for electrical transmission and the use of the lowest precedence consistent with the speed of service needed. They also ensure the words “MINIMIZE CONSIDERED” are typed in the SPECIAL INSTRUCTIONS block of the DD-173 MESSAGEFORM (see fig. 8-1).

When **MINIMIZE** is in effect, the releaser’s name and rank is typed in the RELEASER block at the end of the message.

TYPES OF MESSAGES

Messages may be divided into types based on the way they are addressed:

Single address. A single-address message is sent to one addressee only. It may be either for action or information.

Multiple address. A multiple-address message is sent to two or more addressees, each of whom is aware of the other addressee(s). Each addressee is designated either as action or information.

Book. A book message is sent to two or more addressees and is of such a nature that no addressee needs to know who the others are. The BOOK block on the DD-173 MESSAGEFORM will have the word “YES” typed in it for a book message. Each addressee is informed whether the message is for action or information.

General message. General messages are used to “pass the word” or provide information to a wide, predetermined, standard distribution. General messages are of many types, each of which carries an identifying title and is intended for a standard set of addressees, such as All Commands Pacific (ALCOMPAC).

Pro forma message. A message that reports data in a set format, such as a casualty report (CASREP), unit report (UNITREP), and movement report (MOVREP), is a pro forma message. Drafters preparing a pro forma message must adhere precisely to instruction provided by other Naval Warfare Publications (NWP) for textual construction and addressees (addressees must be verified by the current **Message Address Directory**).

NAVY MAILED MESSAGE PROGRAM (NAVGRAM)

The NAVGRAM was established as a means to reduce the number of electronically transmitted messages. The message releaser is responsible for determining whether the message qualifies for electronic transmission or should be sent as a NAVGRAM. A releaser who decides to send a message as a NAVGRAM will write the word “NAVGRAM” below the SIGNATURE block on the DD-173 after his or her signature. The NAVGRAM will be assigned a letter serial number and a date in the DATE-TIME-GROUP block and mailed according to local administrative procedures. NAVGRAMs are processed through administrative versus communications channels.

All Navy commands should use light red ink to stamp the word “NAVGRAM” in large letters across all NAVGRAMs to clearly identify them. A DD-173 being sent as a NAVGRAM should be stamped in the center of the page for ease of identification. (See fig. 8-2.)

COMPUTER PROCESSED MESSAGES

Personal computers (PCs) are becoming more and more common in the Navy work environment. Using PCs in preparing and processing naval messages has

JOINT MESSAGEFORM										SECURITY CLASSIFICATION	
										UNCLASSIFIED	
PAGE	DTG/RELEASER TIME			PRECEDENCE		CLASS	SPECAT	UNIT	CIC	ORIG/MSG IDENT	
01 of 01	DATE - TIME	MONTH	YR	ACT	INFO	UUUU				2391300	
<div style="display: flex; justify-content: space-between;"> BOOK MESSAGE HANDLING INSTRUCTIONS </div>											
ADMIN											
<p>FROM: NETPMSA PENSACOLA FL//N3/317/N35//</p> <p>TO: CNET PENSACOLA FL//N6/611//</p> <p>UNCLAS //NO2300//</p> <p>SUBJ: NAVGRAMS</p> <p>MSGID/GENADMIN/NETPMSA//</p> <p>REF/A/DOC/COMNAVCOMTELCOM/01JAN90//</p> <p>AMPN/REF A IS NTP 3CH ANNEX A//</p> <p>RMKS/1. THE NAVGRAM PROGRAM WAS ESTABLISHED TO REDUCE THE NUMBER OF ELECTRICALLY TRANSMITTED MESSAGES.</p> <p>2. NAVGRAMS ARE PROCESSED THROUGH ADMINISTRATIVE CHANNELS INSTEAD OF COMMUNICATIONS CHANNELS.</p> <p>3. THE WORD NAVGRAM IS STAMPED IN THE CENTER OF THE DD FORM 173 IN LIGHT RED INK FOR EASE OF IDENTIFICATION.</p> <p>4. THE RELEASER MUST ALSO WRITE THE WORD NAVGRAM BELOW THE SIGNATURE BLOCK AFTER HIS OR HER SIGNATURE.//</p> <div style="text-align: center; font-size: 2em; margin-top: 20px;">NAVGRAM</div>											
DISTA:											
DRAFTER TYPED NAME, TITLE, OFFICE SYMBOL, PHONE J. A. DOE, LT, N31, X1602						SPECIAL INSTRUCTIONS					
08-27-90											
TYPED NAME, TITLE, OFFICE SYMBOL AND PHONE W. T. DOOR, CAPT, N3, X1500						SECURITY CLASSIFICATION UNCLASSIFIED					
SIGNATURE											
						DATE TIME GROUP SER N3/4430/8-27-90					

6
5
4
3
2
1
0

DD ~~NAVGRAM~~ 2 (OCR)

Figure 8-2.—Joint Messageform (NAVGRAM).

simplified the process and reduced the number of errors associated with composing messages. The greatest difference between computerized and noncomputerized methods is the use of the PC to prepare, store, and deliver messages on diskettes. Diskettes containing messages must be prepared with a software system compatible with formats

used by the Naval Telecommunications Center. Any diskette received at the Telecommunications Center that cannot be read because it was prepared with incompatible software or in an incompatible format will be rejected. Consult local instructions for the proper procedures and formatting you should use to prepare messages.

PRECEDENCE

As a message drafter or releaser, you must be familiar with the message precedence system. The precedence indicates to the drafter and releaser the desired speed of delivery to the addressees. It indicates to the Telecommunications Center the relative order of processing for transmission and delivery. It indicates to the addressees the order in which they should determine the importance of the message.

The assignment of precedence is the drafter's responsibility. However, the releaser confirms (or may change) the precedence. The precedence assigned to a message is determined by the relative importance of the subject matter of the text and the desired writer-to-reader delivery time.

Messages are divided into four precedence categories: Routine, Priority, Immediate, and Flash.

Routine

Routine (prosign R) is the precedence assigned to all types of traffic that justify electrical transmission but are not urgent enough to require higher precedence. The following are examples of messages assigned this precedence:

- Messages concerning normal peacetime military operations, programs, and projects
- Messages concerning stabilized tactical operations
- Periodic or consolidated intelligence reports
- Ship movement messages, except when time factors dictate use of higher precedence
- Messages concerning administrative, logistic, and personnel matters
- Supply and equipment requisitions, except when time factors dictate use of higher precedence

Priority

Priority (prosign P) is for messages that furnish essential information for conducting operations in progress. Priority is the highest precedence normally authorized for administrative messages. Messages containing the following types of information carry this precedence:

- Situation reports on position of the battle front where an attack is impending or where fire or air support will soon be placed.
- Orders to aircraft formations or units to coincide with ground or naval operations.
- Imminent movement of naval, air, or ground forces.
- Administrative, logistical, and personnel matters of an urgent and time-sensitive nature. A precedence no higher than **Priority** can be assigned to administrative messages, except those reporting death, serious illness, or serious injury, which may be assigned **Immediate** precedence.
- Weather observations with surface wind speeds of 33 knots or less and all oceanographic observations.

Immediate

Immediate (prosign O) is reserved for messages concerning situations that gravely affect the national forces or populace and that require immediate delivery to addressees. The following are examples of messages assigned this precedence:

- Amplifying reports of initial enemy contact
- Reports of unusual major movements of military forces of foreign powers in times of peace or strained relations
- Messages that report enemy counterattack or messages that request or cancel additional support
- Attack orders to commit a force in reserve without delay
- Messages concerning logistical support of special weapons and operational systems essential to sustaining operations
- Reports of widespread civil disturbance
- Reports of warnings of grave natural disaster (earthquake, flood, storm, hurricane, and so forth)
- Requests for, or directions concerning, distress assistance
- Urgent intelligence messages

- Requests for news of aircraft in flight, flight plans, or cancellation messages to prevent unnecessary search and rescue action
- Reports of weather observations of wind speeds of 34 knots or greater

Flash

The precedence **Flash** (prosign Z) is reserved for initial enemy contact reports of operational combat messages of extreme urgency. The following are examples of reports assigned this precedence:

- Initial enemy contact reports
- Messages recalling or diverting friendly aircraft about to bomb targets unexpectedly occupied by friendly forces
- Warnings of imminent large-scale attacks
- Messages containing major strategic decisions of great urgency
- Reports of tropical storms, typhoons, or hurricanes believed to be previously undetected (Unit commanders may use **Flash** precedence for such reports if no extenuating circumstances would jeopardize the tactical situation.)

DELIVERY TIME

Because precedence is assigned according to desired writer-to-reader time, you should be aware of elements that affect message delivery time, such as the following:

- Types of telecommunications facilities
- Number of messages processed
- Telecommunications equipment speed
- Message length
- Number of addressees
- Telecommunications circuit conditions

The following lists the speed-of-service objectives of each precedence:

PRECEDENCE	PROSIGN	SPEED OF SERVICE OBJECTIVE
Flash	Z	As fast as possible with an objective of less than 10 minutes
Immediate	O	30 minutes
Priority	P	3 hours
Routine	R	6 hours

DATE-TIME GROUP

A date-time group (DTG) is assigned to a message for identification and file purposes only. The DTG is a universal date-time reference system expressed in Greenwich Mean Time (GMT). The date-time group is a six-digit number suffixed by the letter Z, which indicates GMT. The abbreviated month and year are appended to the DTG. The first two digits of the date-time group indicate the date; the next four digits the GMT. For example,

071246Z APR85

indicates

7 April 1985, 1246 GMT.

CLASSIFICATION

Each classified message must have its classification listed on the classification line of the message. The first word of the classification line must be one of three classification designators or the word "UNCLAS." The three classification designators are CONFIDENTIAL, SECRET, and TOP SECRET.

The acronyms **FOUO** (For Official Use Only) and **EFTO** (Encrypt for Transmission Only) are not classifications but can be used with **UNCLAS in the classification line. Likewise, the terms Restricted Data and Formerly Restricted Data**, while not classifications, can be used with classification designators. The proper spelling and spacing of these terms are as follows:

UNCLAS

UNCLAS EFTO FOUO

C O N F I D E N T I A L

S E C R E T

T O P S E C R E T

CONSTRUCTION OF DIRECTIVES AND REPORTS

Directives are constructed according to a standard format, which is described in *Directives Issuance System*, SECNAVINST 5215.1C. This standardization enables every author of a written directive to produce a directive that is in the same format as the directives generated at every other command in the Navy.

Reports, on the other hand, are usually constructed in a format prescribed by the originator's superior. Another type of report is a "fill in the blank" printed form with blank spaces or blocks. On this type of report, you write in the necessary information, thus eliminating the need for creativity.

DIRECTIVES

So far you have learned that directives are written communications requiring action or giving certain information essential to the effective administration or operation of a command or unit. They contain authority or information that must be issued formally. As a senior or master chief, you must be able to write instructions, notices, or other directives so that they can be easily read and understood. If an instruction is too long or too complicated to understand, it probably will not serve its intended purpose, which is to give guidance to the reader. The *Directives Issuance System*, SECNAVINST 5215.1C, explains in detail the procedures for preparing and maintaining directives. Two basic types of directives are in use in the Navy:

- Letter-type directives are prepared in a format similar to that of the naval letter. You should use the letter-type format for most instructions.
- Special-type directives are used for messages, publications, and joint intra-Navy and interservice directives.

INSTRUCTIONS

Instructions are directives containing authority or information having continuing reference value or requiring continuing action. Instructions remain in effect until superseded or otherwise canceled by the originator or higher authority. Figures 8-3 and 8-4 show the proper format for preparing an instruction.

NOTICES

A notice is a directive of a one-time or brief nature. It has a self-cancelling provision and the same force and effect as an instruction. Usually a notice will remain in effect for less than 6 months, but is not permitted to remain in effect for longer than 1 year. Any requirement for continuing action contained in a notice, such as submission of a report, use of a form, or adherence to a specific procedure, is canceled when the notice is canceled. The only exception is when the requirement is incorporated into another suitable document. Figure 8-5 shows the format for constructing a notice.

REPORTS

We write reports because they

- transmit information accurately,
- serve as records for later reference, and
- provide an efficient way to inform other people.

Any report you write involves at least two persons, you and the person receiving it. You know what you want to get across, but your report is successful only if the reader understands it. Since the primary purpose of a report is to inform, judge it from the reader's point of view. Ask yourself, What does the reader need to know? and What information should I include?

As a senior or master chief, you may frequently investigate situations and submit reports. Certain situations require a specific type (format design) of report. Since you will prepare various types of reports for different situations, one that is satisfactory for one purpose may be inadequate for another. You must decide for yourself the type of report needed by considering how it may be used. No single format design is best. On the contrary, as many different types of reports exist as there are situations calling for reports.

The following are examples of reports you may have to prepare:

Informal and formal reports - Usually presented in the form of a letter. Besides the main body of information, the report usually contains four other types of information: (1) the office symbol or name of the person responsible for preparing the letter, (2) the date submitted, (3) the subject of the report, and (4) the name of the office or organization to which the addressee is assigned. The formal report often requires the "full-dress" treatment, including a

(Asterisks indicate items that may not be required or applicable)

<ul style="list-style-type: none"> • Classification Typed in capitals on 4th line and marked above. Even-numbered page: begins at left margin. Odd-numbered page: top outside margin. • Identification 2 lines below classification, if any, or on 4th line from top of page. Even-numbered page: begins at left margin. Odd-numbered page: longest line ending flush with right margin. • Distribution Quantity requirements, if necessary, are typed in parentheses after "Distribution" if same quantity is sent to each addressee; or after list code if different quantities are sent to addressees. Typed 2 lines below last line of signature information, blocked at left margin. • Stocking 2 lines below preceding line of typing, beginning at left margin. • Cross Reference Typed at lower left of signature page, approximately 1 inch from bottom. • Classification Typed in capitals and marked. Even-numbered page: begins at left margin. Odd-numbered page: bottom outside margin. 	<p style="text-align: center;">CONFIDENTIAL</p> <p>NAVMATINST C0000.0 1 Feb 1970</p> <p>5. * (C) <u>Title</u>. (Text)</p> <p>6. * (U) <u>Title</u>. (Text)</p> <p style="padding-left: 40px;">a. * <u>Title</u>. (Text)</p> <p style="padding-left: 40px;">b. * <u>Title</u>. (Text)</p> <p style="text-align: right;">JOHN A. DOE By direction</p> <p>Distribution (3 copies): SNDL FF1 (Naval District Commandants)</p> <p>Copy to (2 copies): SNDL 21A (Fleet Commanders in Chief)</p> <p>Stocked: Supply and Fiscal Department (514.32) Naval Station Washington, D.C. 20390</p> <p style="text-align: center;">Cross Reference 1001</p> <p style="text-align: center;">CONFIDENTIAL</p>	<p>Signature Name in capitals typed or stamped, on 4th line below preceding line of typing, beginning at horizontal center of page. Title or "By direction" (when required), 1 line below, and blocked with name.</p> <p>• Copy to Quantity requirements, if necessary, are typed in parentheses after "Copy to." Typed on 2nd line below last line of "Distribution" information.</p> <p>Page Number Pages are numbered consecutively, beginning with second, 3 lines or ½ inch from bottom of page, centered.</p>
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Figure 8-3.-Sample instruction prepared following the *Directives Issuance System*, SECNAVINST 5215.1C.

(Asterisks indicate items that may not be required or applicable)

<p>Letterhead If typed, beginning on 4th line from top of page, centered.</p> <p>* Classification Typed in capitals, 1 line (2 lines if there is an overlap) below date, beginning at left margin. (Many dates which are rubber stamped occupy approximately 2 lines.)</p> <p>Designation Beginning at left margin, typed in capitals and underlined, on 2nd line below classification, if any; otherwise on 2nd line below date.</p> <p>* From 2 lines below preceding line of typing, beginning at left margin.</p> <p>* To 1 line below preceding line of typing, beginning at left margin.</p> <p>* Enclosure(s) 2 lines below preceding line of typing, beginning at left margin, each enclosure notation beginning on a new line. Numbered (1), (2), (3), etc., and described.</p> <p>Text Principal paragraphs are numbered; subparagraphs are alternately lettered or numbered, as in outlining; paragraph titles are underlined. Heading is followed by period if text follows immediately. If heading stands alone, normally followed by blank line, period is omitted. *Note: Last paragraph identifies forms and reports, if any, and includes their titles and symbols/numbers.</p> <p>* Downgrading Automatic time-phased downgrading or automatic declassification information shall be shown on each classified directive with special notation that applies to its contents.</p>	<p style="text-align: center;">CONFIDENTIAL</p> <p style="text-align: center;">COMMANDER IN CHIEF UNITED STATES ATLANTIC FLEET NORFOLK, VIRGINIA 23511</p> <p style="text-align: right;">CINCLANTFLTINST C5000.0 AF-01-02 Ser 064-210 1 Feb 1970</p> <p>CONFIDENTIAL (Unclassified upon removal of enclosure)</p> <p><u>CINCLANTFLT INSTRUCTION C5000.0</u></p> <p>From: Commander in Chief, U.S. Atlantic Fleet</p> <p>Subj: First page of a letter-type directive; sample of (U)</p> <p>Ref: (a) (Describe)</p> <p>Encl: (1) (Describe)</p> <p>1. <u>Purpose.</u> (Text)</p> <p>2. <u>Cancellation.</u> (Identification of directives being canceled, if any.)</p> <p>3. <u>Title.</u> (Text)</p> <p>4. <u>Title.</u> (Text)</p> <p style="padding-left: 20px;">* a. <u>Title</u> (optional) (Text)</p> <p style="padding-left: 20px;">b. <u>Title</u> (optional) (Text)</p> <p>5. <u>Title.</u> (Text)</p> <p>6. <u>Title.</u> (Text)</p> <p>7. <u>Title.</u> (Text)</p> <p style="text-align: center;">GROUP-4 Downgraded at 3 year intervals; Declassified after 12 years.</p> <p style="text-align: center;">CONFIDENTIAL</p>	<p>* Classification Marked, top outside margin.</p> <p>Identification Symbols Designation abbreviation, drafter's code (or other identification, if employed locally), serial number, if any (required, if classified), and date. 1 line (2 lines if there is an overlap) below letterhead. Blocked at left with longest line ending flush with right margin. If designation abbreviation overlaps last line of letterhead, it should either be typed on second line below last line of letterhead, or divided into 2 lines, broken after "INST" or "NOTE."</p> <p>Subject 2 lines below preceding line of typing, beginning at left margin.</p> <p>* Reference(s) 2 lines below preceding line of typing, beginning at left margin, each reference citation beginning on a new line. Lettered (a), (b), (c), etc., and described.</p> <p>Note This is a sample of the first page of a multiple-page instruction. Refer to sample of continuation page for guidance on format for signature, distribution, and stocking information.</p> <p>* Classification Typed in capitals and marked, bottom outside margin.</p>
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Figure 8-4.-Sample continuation page of an instruction prepared following the *Directives Issuance System*, SECNAVINST 5215.1C.

(Asterisks indicate items that may not be required or applicable)

Designation
Typed in capitals and underlined, 5 lines below last line of address in letterhead, if unclassified (7 lines if classified), beginning at left margin.

* **Text**
Next-to-last paragraph identifies forms and reports, if any, and includes their titles and symbols/numbers. If cancellation has contingent provision, this is stated in last paragraph. Date is always last day of month, except when such date would create an administrative problem.

* **Stocking**
Not mandatory on notices, since stocks are held by originating offices.



DEPARTMENT OF THE NAVY Canc frp*: Feb 70
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
WASHINGTON, D.C. 20350

IN REPLY REFER TO
OPNAVNOTE 0000
Op-09B
1 Dec 1969

OPNAV NOTICE 0000

From: Chief of Naval Operations
To: Commandants of Naval Districts

Subj: (Describe)

1. Purpose. (Text)
2. Title. (Text)
3. Title. (Text)
 - a. Title. (optional) (Text)
 - b. Title. (optional) (Text)
4. Cancellation. When action has been completed.

J. A. DOE
By direction

Distribution (3 copies):
SNDL FF1 (Naval District Commandants)

Stocked:
OPNAV (09B24)

Note
This sample emphasizes items peculiar to a notice. Refer to sample instruction and continuation page for guidance on common items.

Figure 8-5.—Sample notice prepared following *Directives Issuance System*, SECNAVINST 5215.1C.

cover, a title page, a summary sheet, text, enclosures, and perhaps an index and bibliography.

Reports according to purpose -Prepared for a specific purpose.

Problem-determining reports -Present your attempt to find the causes underlying a problem or to find out whether a problem really exists.

Fact-finding reports -Present data in a logical order, without an attempt to draw conclusions.

Performance reports -Present information on the status of activities or operations.

Technical reports -Present data on a specialized subject.

Problem-solution reports -Present an analysis of the solution of a particular problem. This type of report is presented in various forms, such as verbal reports, letters, staff studies, estimates of a situation, and operational plans and orders.

Other reports may be prepared in the form of lessons learned reports, point papers, staff studies, and talking papers.

Lessons Learned

Lessons learned reports are brief statements or outlines of problems encountered during a recent operation, exercise, or evolution. A lessons learned report is drafted both to keep the commander informed and to be used as a guide in the future. A prudent senior or master chief will retain a file of lessons learned to use in future planning for inspections, deployments, fleet exercises, and so forth. You should turn over your lessons learned file to your successor so that he or she can benefit from the lessons you have learned.

Lessons learned are excellent references for analyzing problems. When appropriate, lessons learned can give credibility and support to other reports, such as point papers. They are valuable when presenting arguments for developing policy or as a basis for changing existing policy. When writing your lessons learned, include the following information about the incident:

- Describe the environment in which you learned the lesson.
- Describe what happened.
- Describe why it happened.

- Propose a solution or recommendation.

A lessons learned report is useful and sometimes required by certain commands. Some commanding officers insist that lessons learned reports be submitted after every major evolution and used as a basis for follow-on reports to superior commanders. Lessons learned should be written after any of the following events:

- Major inspections
- Training evolutions
- Mishaps or near accidents
- Deployments
- Major fleet exercises

A lot has been learned and practical strategy has been developed in certain areas through lessons learned reports. These areas include law enforcement operations with Coast Guard units, defense against high-speed terrorist boat attacks, and rescuing survivors at sea. Write lessons learned reports whenever experience has taught you something that may prove useful in the future.

The Point Paper

A point paper is one of the most useful ways to communicate your ideas to others in a direct and objective manner. It is one way to solicit a decision or to inform the command and superiors of the following:

- The presence of a problem
- The formulation of new ideas
- Methods of improvement

A point paper can also be used to bring up issues for discussion in conferences, to help develop policy, and to resolve differences.

To be effective, the point paper must be concise and come to the point right away, addressing only one item per paper. It should be limited to one page. Headings should be clear and concise so that the reader can quickly identify the problem and the solution.

A variety of styles may be used for point papers. The style used is simply a matter of preference. The

SAMPLE POINT PAPER FORMAT

1. This figure provides information to assist in the preparation of point papers.
2. Point papers provide information in response to a tasking or to introduce information.
3. The format of point papers shall be as follows:

Rank, Name, Service Code
Tel. Extension
Date of Preparation

TITLE OR SUBJECT

PURPOSE

A brief (one- or two-sentence) statement of the concept, idea, or purpose of the paper. If it is in response to a question, quote or paraphrase the question and include the answer.

BACKGROUND

Brief description of issue, topic, or program and generating factors. Salient factual information. Ensure clear understanding. Avoid lengthy discussion.

STATUS OR DISCUSSION

Concise, factual statement of current status. Relation to established guidelines, goals, steps, predictions; recent or proposed developments, trends, progress, changes, plans, forecasts. State Navy position, if applicable. State anticipated or desired resolution. Indicate Congressional or intraservice interest and interservice liaison, as appropriate.

PROBLEMS

Specific, concise listing of impact of unresolved problems, critical decision dates, contingent requirements. State Navy position when different. State specific corrective actions in progress or contemplated.

OTHER PARAGRAPHS TITLED AS REQUIRED

To avoid "clutter," use additional paragraph headings only as needed for clarity. Every attempt should be made to include all pertinent information within standard paragraphs above. Basic paper should be limited to one page. Put detailed discussion or rationale in tabs, not in basic paper.

FUNDING

Include, if pertinent.

CONCLUSION/ RECOMMENDATION

Conclusion and recommendation must be succinct and specific. Avoid broad, general, nonspecific recommendations or request for action.

Figure 8-6.-Sample point paper.

sample point paper shown in figure 8-6 is a common format.

Staff Study

A staff study is a formal report that presents a precise yet brief description of a problem and a recommended solution. As its name implies, a staff study is customarily prepared by a commander's staff. Although senior enlisted personnel do not commonly write staff studies, as a senior or master chief, you should be familiar with their purpose and basic construction.

A staff study should be used to present a commander or decision maker with a complete, compact solution to

a problem. It requires thorough research and analysis. The solution should be based on progressive logic rather than argument. Subjective opinions, when expressed, should be the result of careful consideration and should be labeled as opinions by the author.

This study can be presented in three patterns: a single best possible solution, a combination of possible solutions, or a single possible solution.

This manual only presents enough information to introduce you to staff studies. Detailed information on the form and content of a staff study can be found in *Naval Operational Planning* NWP-11 (Rev. C).

Talking Papers

Senior and master chiefs are often called upon to speak publicly or to prepare a talking paper for someone who will speak at an informal event. Rather than speaking on an issue from memory or "off the cuff," a talking paper should be used to keep your speech organized and to the point. The talking paper serves as a memory tickler or quick reference outline. The following guidelines will help you prepare a talking paper:

- Keep your talking paper to one page.
- Specify the issue.
- Use a bulleted format.
- Double space.
- Avoid details and chronologies.
- Write a background paper to accompany the talking paper, if necessary.
- Say what to avoid talking about.

SUMMARY

The proper operation of the Navy depends to a great extent on the effective administration of every Navy ship, activity, and unit. Various command levels establish policies and procedures by which the Navy operates. These policies and procedures are often issued as directives-orders, instructions, regulations, notices, and so forth.

The *Department of the Navy Directives Issuance System*, SECNAVINST 5215.1C, sets forth policy and rules for issuing, filing, and maintaining Navy directives.

Every Navy unit should have a directives system that provides wide dissemination of chain of command policies that affect the unit. This unit directives system must be fashioned according to the *Department of the Navy Directives Issuance System*. To do otherwise would cause confusion and inefficiency as people come and leave the unit.

Because directives are used to tell people what the policies and orders of executives to subordinates are, they must be clear, concise, and easily understood.

Each directive issued in the Navy is assigned a standard subject identification code (SSIC) as prescribed by the *Department of the Navy File Maintenance Procedures and Standard Subject*

Identification Codes (SSIC), SECNAVINST 5210.11D. This instruction contains the single, standard system of number and letter symbols used in the Navy to categorize, subject classify, and identify directives, forms, and reports. SSICs also provide a standard system for filing directives, messages, forms, correspondence, reports, and so forth.

The *Consolidated Subject Index (CSI)*, NAVPUBNOTE 5215, is an important part of the directives system. It is a numerically indexed, subject-categorized listing used to help identify current naval instructions issued by Washington, D.C., headquarters organizations.

Telecommunications, or naval messages policies and practices, are given in the *Telecommunication Users Manual*, NTP 3(H). The NTP 3(H) must be strictly followed when you originate, draft, or release naval messages.

As a senior or master chief, you maybe tasked to investigate situations and submit reports. Reports are written to transmit information accurately, to serve as records for later reference, and to provide an efficient way to inform people.

A staff study report addresses a problem and presents several possible solutions. This study can be presented in three patterns: a single best possible solution, a combination of possible solutions, or a single possible solution.

Point papers and talking papers are simple reports that bring a single subject to the attention of superiors. They are short, to the point, and concise.

REFERENCES

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